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RECORDS MANAGEMENT PROGRAM

CONFIDENTIAL

SURVEY REPORT OF THE

REAL ESTATE AND CONSTRUCTION DIVISION

PREPARED BY

13 JULY 1960

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Approved For Release 2001/08/30 : ~~SECRET~~ 78-00433A000100150005-1*Office Memorandum* • UNITED STATES GOVERNMENT**CONFIDENTIAL**

TO : Chief, Real Estate and Construction Division, DATE: 13 JUL 1960
Office of Logistics

FROM : Chief, Records Management Staff, Management Staff

SUBJECT: Records Management Survey, Real Estate and
Construction Division

1. Attached is the Report of Accomplishments on the Records Management Survey conducted in the Real Estate and Construction Division at your request.

2. The report is arranged as follows:

a. Appendix A, "General," summarizes the records problem on which you asked our assistance and outlines the scope and nature of the survey.

b. Appendix B, "Records and Mail Control," describes the institution of a Division mail control system, the establishment of a centralized filing system, and the responsibilities of personnel who will maintain this filing system.

c. Appendix C, "Records Maintenance," describes the several categories of files established or those files reorganized and set up in a more useful condition. This phase of the survey consumed a major portion of the total time and effort put into the project.

d. Appendix D, "Records Creations and Forms" pertains solely to those forms and related systems developed to enable the Division to acquire more reliable real property information at specified intervals. Of major importance is the flexibility with which statistical information may be processed by the adoption of a machine reporting system.

e. Appendix E, "Records Disposition," contains a resume of accomplishments in reducing the volume of records holdings by retirement and rearrangement of files. It also brings attention to a rather large reference collection in the Division.

f. Appendix F, "Suggestions For Further Improvement," indicates where we feel additional improvements can be made in your program. These suggestions should be implemented to insure continuity of the new systems and procedures established.

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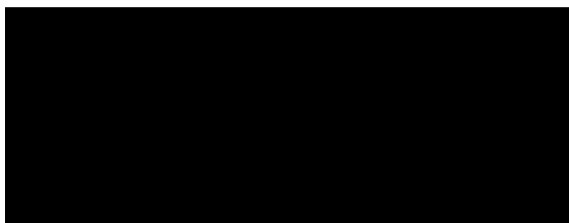
- g. Exhibit 1, List of Accomplishments.
 - h. Exhibit 2, Real Estate and Construction Division Memorandum Number 2.
 - i. Exhibit 3, Real Property Title and Acquisition Documents for Acquisition Folders.
 - j. Exhibit 4, Standards for Filing Material in Case Files for Construction, Service, and Utility Contracts.
 - k. Exhibit 5, Listing of Documents to be Deposited as Vital Records.
 - l. Exhibit 6, Real Property Summary Reports.
 - m. Exhibit 7, Procedure for the Completion and Maintenance of Real Property Summary Report.
 - n. Exhibit 8, Record of Real Property Title and Acquisition Documents.
3. Some of the significant accomplishments of this survey are:
- a. Established a Central Filing Area to maintain and consolidate Real Property Acquisition and Construction records.
 - b. Developed records to facilitate the acquisition and recording of statistical information on real property acquisition, maintenance, disposal and construction.
 - c. Developed and installed a Mail Control Procedure to facilitate mail flow and to ensure timely Division action on correspondence.
 - d. Established file categories to better document Division responsibility and activities.
 - e. Created 1800 Real Property Acquisition Files to house material documenting the Agency's right to the use of these properties.
 - f. Retired 27 cubic feet of non-current records to the Records Center.
 - g. Returned one excess 4-drawer safe to stock and exchanged two legal size safes for letter size.

4. I suggest that [REDACTED] be permitted to follow-up on this project on a weekly basis over the next several months for the following reasons:

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- a. There has been a slight delay in putting the IBM system into operation.
- b. There seems to be a very wide and keen interest in the IBM system from several other offices.
- c. All details and opinions expressed by other interested components are not yet settled.
- d. There are files which still need to be inventoried and rearranged and continued guidance should be given to the personnel who are currently working on these files.
- 5. I am appreciative of the opportunity to assist in the development of this overall records plan. I consider the Real Estate program as one of the most significant activities of the Agency. I particularly appreciate your personal interest in this survey. The cooperation of your entire staff helped to make this project a success.



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~~SECRET~~REPORT OF ACCOMPLISHMENTS ON MANAGEMENT STAFF SURVEY OF REAL ESTATE
AND CONSTRUCTION DIVISION FILING SYSTEMSGeneral

1. A survey was begun in November 1959 at the request of the Chief, Real Estate and Construction Division. The request for assistance was based on two broad problems. First, the Division needed guidance and better procedures with which to manage records and papers within the Division. Secondly, a more reliable field reporting system was needed to enable the Division to fulfill its responsibility to the Agency Real Estate Program.

2. Division concern was due to the fact that in previous years the methods and procedures for acquiring, recording, and reporting real property information and statistics, was at best, felt to be inadequate. Files had become quite voluminous over a twelve year period; several field stations were failing in reporting appropriate real property information to Headquarters; and Division reports were based in part on field reports five years old. Several small Stations had failed to report real property holdings at all.

3. The Division Chief presented the records problem as a threat to the continued effectiveness of the Office. It was his opinion that a major effort was needed to correct suspected deficiencies and that the nature of the problems indicated that a centralized control of Division records should be established. The survey then was primarily concerned with real property acquisition, construction, and disposal as opposed to the Space Maintenance and Facilities Branch function. The Domestic Safe-House Operations were also excluded from the survey.

4. Approximately three weeks were spent in becoming acquainted with the Division and its operations. During this period an inventory of records was made by homogeneous groupings and samples of forms and reports were collected for review. Interviews were then arranged with other federal agencies as well as the Recorder of Deeds, Montgomery County, Maryland, for additional orientation.

5. The Department of State real property management system appeared most realistic of those examined. A system was then developed for the Real Estate and Construction Division from ideas of these other agencies as well as from suggestions of Division personnel. After approval of the system by the Division Chief it was presented orally to each branch.

6. Listed below are the major objectives of the entire survey:

a. To establish an effective control over Division records.

b. To eliminate duplication of files and obsolete material.

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- c. To institute an effective mail control procedure.
- d. To standardize filing practices.
- e. To establish new and revised reporting requirements and standards.
- f. To provide basic instructions and tools to field stations to insure compliance with requirements.
- g. To record reported information in a logical and useful manner.

Exhibit 1 lists the accomplishments which resulted from action toward these objectives. The details of our approach to objectives are in tabs B thru E.

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APPENDIX B

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RECORDS AND MAIL CONTROL

1. The initial review of Division records revealed to some extent their present condition, and usefulness, the manner in which papers were filed, and the Division action required or taken. The daily receipt of mail appeared rather heavy constituting a major portion of the individual secretary's work for the day leaving little time for unfinished business of yesterday. There was virtually no way of being informed of incompleted work or backlogs except by a monthly reporting system to which each Branch contributed. Division attention to unfinished business was accomplished by a monthly notice from the Logistics Registry. Notice of delinquency on more urgent matters was called to the attention of the Division upon occurrence.

2. The Administrative Staff, Office of Logistics published Logistics Instruction 43-200-2, Correspondence Control Procedure in 1955. This instruction established the basic mail control procedure for all Divisions. It was found however that the Real Estate and Construction Division did not effectively use this instruction. Control tickets provided for by the instruction and prepared by the OL Registry were removed from correspondence by the Division and filed without further action. In lieu of control tickets, handwritten and typed logs were prepared at the Division, Branch, and Section level. These supplemental logging systems did not aid the Division in meeting deadlines or indicate where correspondence was physically located in the Division after the initial logging.

3. A review of the above mentioned Instruction indicated a need to supplement it with an internal instruction designed more specifically to Division problems. The supplemental instruction was issued as Division Memorandum No. 2 (EXHIBIT 2). In addition, each week a list containing those documents on which Division action has not been taken within the specified time is prepared and circulated to all Branches as a follow-up measure. The Instruction also established a flow of correspondence which allows the Division and Branch Chiefs to be currently informed of office activities.

4. The suggestion of a centralized control of Division records was agreed to from several points of view. The most compelling reason for centralization was that legal papers documenting the acquisition of real property literally were scattered in all files throughout the Divisions. Documents taken from files were not charged to the individual making extensive searching necessary when looking for a given paper. During the records review phase of this project evidence was uncovered which indicated some documents had been missing from the files for a two year period.

5. Space for a centralized filing area could not be obtained within the wing housing the Division. Space adjacent to the wing was procured by an agreement between the Division and the Building

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Planning Staff and used to establish the Central File Area. Five 4-drawer safes make up total filing equipment used in the Central File and space for research and reference work was provided by installing a waist-high counter to divide the research area from the files. A sorting device was procured at a cost of approximately \$30 to facilitate sorting and routing of mail.

6. In accordance with Division Memorandum No. 2, incoming mail is initially received by the Central File Personnel who are responsible for accurate direction of all mail to the various Branches. Central File personnel are also responsible for establishing new folders for contracts, projects, and real property acquisitions; for filing all documents according to established standards; for acquiring any additional documentation on real property acquisitions that can be obtained; for maintaining a current and accurate inventory of Agency real property holdings by use of the Real Property Summary Report; for preparing auxiliary reports upon request from the summary report; and for maintaining a record of the location of real property acquisition documents. Control is exercised over documents removed from the files for review and research by a charge-out system.

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Records Maintenance

1. Eleven 4-drawer safes, filled to capacity, were maintained by the branches covered by this survey. However, this volume of material was misleading in relationship to the records needed by the division. Some material dated from 1948. Also, information on a given subject could be found duplicated in several places yet filed under different subject headings. Real property title documents and other papers documenting the acquisition of property were found in several different files throughout the division. On a significant number of properties such documentation had not been obtained nor was there a record to show that another agency had these documents in their possession as is true in some cases.

2. The Director of Logistics is responsible for Agency real property acquisition, maintenance, management, and disposal. Quarterly and annual reports on real property holdings must be submitted to the Comptroller who in turn reports to the Bureau of the Budget. These reports in the past have been prepared by hand. Preparation of the quarterly report for example has been reported to take one week full time of a Secretary each reporting period. The maintenance of statistical information on real property for reporting purposes was more or less maintained by individuals according to geographical areas of assignment. Statistics on real property expenditures were recorded by hand on a work sheet by the Branch Secretaries as reports were received from field Stations. No evidence of summarized statistical information on domestic properties was found; however they were recorded and accounted for on the quarterly report to the Comptroller. Reports made to the Office of the Comptroller on occasions contained notes to the effect that the report was based on the best information available in the Division. These notations tend to give the impression that the Division lacked confidence in the accuracy and completeness of its records.

3. The Administration of the Division, its policies, and methods of conducting business could not be fully determined since in essence the Division lacked a file in which this type of information could be found. Lack of such documentation apparently resulted from a tendency to relate all correspondence to a specific contract, project or program. Hence delegations of authority were dispersed throughout the Division files. The Division then could not determine who had been granted certain authorities without checking many files. This same practice was true in some degree for all correspondence.

4. Based upon the above conditions a complete revamping of Division records was necessary. Specific categories of records were established which would more accurately reflect the functions of the Office. These categories ^{are} were as follows.

a. Division Administrative File

(1) Two safes of material containing pertinent material
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For this file was screened paper by paper and those docu-

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ments substantiating Division administration were selected and classified according to the Subject-Numeric System. Assistance was obtained from the Division secretaries with preparation of folders, labels, etc. In addition to a current year file, that material documenting last years business was also arranged according to the Subject-Numeric System. The balance of the material was then re-tired to the Records Center. To acquaint all secretaries with the filing system, [REDACTED] of the Records Management Staff conducted a class of the filing workshop.

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b. Real Property Acquisition Files

(1) All files of the Acquisitions Branch were purged and reassembled. Approximately four months were spent assisting the Division in establishing this file. Another analyst from the Records Management Staff assisted on a part time basis with this phase of the project. In all, approximately 650 files varying in volume of material from one to four inches thick were screened. Approximately 1800 new files were created from this material. The guiding factor in the creation of this file was "What documentation is necessary to constitute the Agency's right to the use of such property."

(2) A list of documents necessary and which reflect to the fullest degree possible the Agency's ownership or right to the use of a particular property was prepared. (EXHIBIT 3) This listing was used as a guide in searching for papers to document a Real Property transaction and will be used in the future as a basis for determining whether or not complete documentation has been received. The initial phase of this portion of the project was then to separate these papers from the transitory and public relations material in the files. This in effect created two files, Real Property Acquisition Files and Station Correspondence Files.

(3) To further facilitate the use of information available on real property and for ease in adding additional information to the files it was decided to establish the Acquisition Files according to geographic areas, i.e. Domestic, AF, EE, NE, FE, SR, WE and WH. Because of the control and the administrative system exercised by the respective offices, properties for the Office of Communications and the Office of Operations were also set up as separate categories. Within the geographic areas properties were further identified by Country, by Station, whether assigned, leased, or purchased and finally by number. This

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method of establishing a filing system was conditioned partly by the nature of requests for information from the files and partly to facilitate the adoption of the information to a machine reporting system.

(4) Terms of individual leases on leased properties also dictated to a certain extent the method of filing. The original intent of establishing individual acquisition files for each property was modified to the extent of grouping short-term leases on residential properties. Short-term residential properties (leases of two years or less) make up approximately 75 per cent of the leased category and approximately 50 percent of the total number of properties. These short-term leases, while representing a very substantial investment to the Agency, were initially considered as a portion of information that could be dropped from most reporting requirements. This thinking in part was conditioned by the nature of the lease, the type of facility involved, the discretion authorized the Chiefs of Station to acquire such facilities, the relative minor role of the Division in such matters and the more or less common nature of such transactions insofar as the Agency is concerned. It was anticipated, however, that financial statistics on these facilities would be reported annually as a combined one line item on the proposed machine listing.

(5) The Division requested that short-term leased properties be included as a regular part of the reporting system to provide them with more statistical data on these facilities. Hence these properties are being listed in detail on the IBM source document for punching on cards. The consensus of meetings held by the Division with support elements of DD/P indicated that the additional statistical information is also desired by the DD/P. Facilities not covered by the filing system were those acquired by employees within authorized quarters allowances, reimbursements to other organizations for quarters of integrees and official organizational leases of less than one year and on which rent did not exceed \$100 per month. Agency regulations excluded these facilities from reporting requirements.

c. Station Correspondence File

(1) In the establishment of Real Property Acquisition Files, material of a transitory nature was segregated and filed according to Area and Station. In many cases this type of material constituted a major portion of the existing files. This material consisted mainly of dispatches transmitting Real Property Reports, general area

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information on housing, construction plans that didn't materialize and similar material on which reference and reliability diminish with time. Two breaks were made in this material with correspondence dating prior to 1959 being retired to the Records Center. Material acquired in 1959 and 1960 constitute the current file. A new file will also be established beginning in 1961 to house the next two subsequent years.

d. Contract Files

(1) Contract files were moved into the Central File Area and are being screened and set up according to developed filing standards. These files are voluminous as a result of several contracts in some instances being filed together. This practice was particularly true where engineers, because of insufficient time and help, had to do their own filing. In some cases several contracts actually do constitute a single project; however, good records keeping practices dictate that each contract should be handled as a separate legal entity and filed accordingly. Special folders to house construction and service contracts were obtained from the Procurement Division. These folders allow contracts to be segregated within the folder into several significant divisions for ease of reference. See EXHIBIT 4 for standards of filing in contract folders.

(2) A form record to control the various phases of contract progress has also been prepared. This form will be attached to the inside of the front of each Contract folder. Specifically the form will show how far the contract has progressed from an administrative and not from a construction point of view. Construction progress is reported by Project Engineers on a regular schedule. Previously Division Engineers used a similar control medium; however each Engineer did so by making his own control form. These various control forms made the establishment or determination as to the exact stage of contract progress rather difficult. Then too the previous forms did not provide for the recording of similar types of information on each contract nor did they necessarily conform to the various formal stages a contract by nature must adhere to.

e. Construction and Utility Engineering Drawings

(1) An inventory of these drawings, tracings, etc. has been in progress for some three to four months. The inventory is being accomplished by Engineering personnel as time permits. While the Engineering Branches do not feel that a firm policy should be established regarding

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a permanent type filing system until the inventory is completed, they have segregated drawings into geographic areas. These areas have also been isolated into specific file drawers. A suggestion that drawings be further identified by station, by type of drawing and by building or property number has been made to the Branch.

(2) Filing control of engineering drawings was established on a decentralized basis. Several valid reasons against physically moving engineering drawings into the central filing area ~~was~~ expressed by personnel using these drawings. Physical characteristics of the filing room presented a space problem. To move all drawings or a portion of them into the filing area will take away a part of the space intended for reference use by researchers since floor loading limitations determine where drawing cabinets can be placed. There was also the question of whether or not female personnel should be expected to physically handle this type material because of its size and weight. Another consideration was that file personnel would have to either use a step-ladder or attempt to file or pull material from a height five to six inches above shoulder height.

(3) Branch personnel felt that the convenience of having these drawings available to them within their assigned office space was more important than a control of filing and retrieval. The Branch agreed to assign the responsibility of general maintenance to one individual while holding each individual of the Branch responsible for replacing a drawing in the exact location from which it was taken. Once firmly established, the inventory will be kept in a current condition by having all new drawings prepared or received by the Branch flow through the Central File for proper registering. Should it be necessary to take a drawing from the office, the individual concerned will have it charged out by the Central File personnel.

f. Construction Photograph and Specifications File

(1) ~~The creation of~~ These files, suggested by the Chief, Construction Engineering Branch, are not yet fully established. Specifications are normally an integral part of a contract and are filed with the contract. A specification file will then be extra copies used primarily as samples. Construction photographs are specifically related to the Construction Contract and should be filed in the appropriate section of the Contract folder provided for that purpose.

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(2) The specification file has not been incorporated into the official file area and presently remains within the Branch office space at their request. Adequate space is available in the Central File Area and transfer of the specification file to this area would release another 4-drawer safe in the Branch for return to stock.

g. Vital Materials

(1) A listing of material to be deposited as vital materials was prepared during the early stages of the survey. This listing, EXHIBIT 5, conflicts to some degree with the present deposit schedule. The proposed listing specifically excludes leases on short-term properties overseas and contracts of less than \$2000. In addition, the schedule contains a new item, namely the Record of Real Property Title and Acquisition Documents. This item has been added to serve as a working convenience and as an inventory of documents on deposit.

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APPENDIX D

RECORDS CREATION AND FORMS

1. Real Estate and Construction Division Memorandum No. 2 prophits the preparation or creation of unnecessary correspondence in the Division. This section of the report is therefore concerned with records creation as it relates to the development of new forms and the procedures for their use. As already indicated in this report, statistical information on real property holdings is a reporting requirement placed upon the Office by external interests. A system to enable the Division to meet these recurring reporting requirements was decided upon and a new record, Real Property Summary Report was developed. See EXHIBIT 6 for the two suggested formats. Format "A" is proposed by Records Management Staff and Format "B" is requested by the Division.

a. REAL PROPERTY SUMMARY REPORT

(1) The Real Property Summary Reporting system intends that statistical information most frequently needed by the Division be adapted to the IBM listing and that subsequent reporting requirements be fulfilled through this medium. Certain information has been coded which will allow specific properties & categories of properties to be selected by machine from any station or stations to fulfill a reporting requirement. Of major importance is the fact that the total Agency investment in real property can thus be determined with more reliability than has been true in the past. Statistics will also be available showing the recurring annual costs of these properties in more detail than before. Initially all information available at headquarters will be recorded by the Division as will subsequent changes in real property holdings reported from the field. Completed listings will be sent to each field station on an annual basis for verification thereby relieving field stations of a record keeping burden. See EXHIBIT 7 for instructions on the completion and maintenance of this report.

(2) Prior to deciding on a method of accomplishing this procedure, discussions were held with personnel of the Machine Records Division and The ADP Advisory Group. Machine Records Personnel agreed to accept the job together with the necessary maintenance program. A final decision on the IBM system was made with the full knowledge that, for all practical purposes, these machines may be replaced by a computer in the near future. It is understood, however, that enough IBM machines will be retained to process the Agency payroll. These same machines could be used to process this particular job.

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(3) This format of the suggested report varies somewhat from that desired by the Division. A comparison of these reports will reveal this variation which is under the general heading of "Quarters Allowance Data" on the report requested by the Division. No provision is made for this information on the proposed report as the collection of this data is believed not to be a responsibility of the Real Estate and Construction Division. Listing of individual properties on source documents for the machine is now progressing satisfactorily. Some difficulty is being experienced with property identification on the listing since in some cases field stations have not assigned control numbers. Security considerations prohibit the use of any other identifying media which would tend to reveal property location or a project to which it may relate.

(4) The Real Property Summary Report has been incorporated into a test Financial Property Accounting System which the Technical Accounting Staff has forwarded to the [REDACTED] Station. Several improvements have been made to the report format since the Accounting System was sent to [REDACTED]

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There are two main differences between the TAS system and that proposed for Real Estate and Construction Division. (1) TAS intends to impose it upon Type I Stations only at the present time. (2) TAS also intends that field stations complete the report as opposed to its being completed at headquarters by machine and verified by field stations.

(5) The proposed IBM format has been forwarded to the ARO/OL as the first formal coordination point outside the Division. Previous informal discussions were held with members of the Technical Accounting Staff and the OL Security Staff. The Management Analysis Staff, in conjunction with its survey of the Office of Logistics, is now obtaining coordination from the Comptroller, Audit Staff and the SSA/DDS.

b. Record of Real Property Title and Acquisition Documents

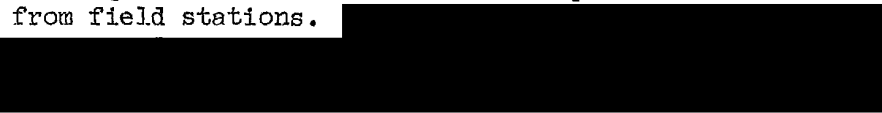
(1) The Division does not now have in its possession those documents constituting the Agency's right to the use of some properties. In other cases it is presently difficult without some research to determine whether or not certain documents have ever been received and whether or not a copy of the document has been deposited in the Vital Materials Repository. The proposed system for recording the receipt and/or physical location of real property acquisition documents is similar to that used by the Department of State.(EXHIBIT 7). The Division system will show whether or not a document has been

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received; that a copy has been deposited in Vital Materials; the terms of the agreement; and the parties involved in the agreement. A copy of the completed Real Property Title and Acquisition Documents Record will also be placed in Vital Materials as a reference aid for emergency use.

(2) A listing of those documents which the Division should possess but presently ~~are~~ missing from the files is being prepared in conjunction with preparation of the statistical source documents for IBM. As the listing for each station is completed it will be forwarded to the Acquisition Branch which will request these documents from field stations.



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c. Real Property Report

(1) Two individual forms are presently used to gather information on the physical characteristics of real property. Form 360 is prepared by field stations and Form 979 is prepared for domestic properties. A combined form has been developed which permits a physical description of the property to be made by a check system rather than in narrative form. The same categories of information will be collected on both foreign and domestic properties which will in turn be described in the same basic terms ~~and~~ frame of reference.

These Real Property Reports are to be submitted initially upon acquisition of property and each time the improvements thereon exceed \$500. From these reports the Real Property Summary Report will be annotated to reflect current Real Property holdings. This report in draft format has been concurred in by the Division and forwarded through the ARO/OL for processing.

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APPENDIX E

RECORDS DISPOSITION

1. In the near future all records of the components within the scope of this survey (with the exception of personal working material) will have been completely revamped. The current Records Control Schedule will then be out of date and must be revised to adequately and effectively control the destruction and retirement of obsolete and non-current records. The ARO/OL is currently auditing Records Control Schedules of the entire Office of Logistics. Accordingly, it has been proposed to the ARO/OL that she bring the Real Estate and Construction Division schedule up to date in the near future. Assistance with this task was offered to the ARO.

2. Non-current records segregated from active material were retired to the Records Center. Retirement rather than destruction of some records was decided upon because the rearrangement of material to a certain extent either increased or decreased their current and potential value. Rearranging of material also made the disposition instructions of the existing Records Control Schedule obsolete. Files were retired in the exact sequential arrangement in which they existed in the Division to facilitate future reference. Twenty seven cubic feet of records were retired to the Records Center. This volume is the equivalent of three and one-half 4-drawer safes valued at \$1600. Another three to four cubic feet of material will be retired in the near future.

3. Only one excess safe could be returned to stock since, with the creation of a Central Filing Area, several safes were needed in the Branches for overnight storage purposes. Consolidation of files actually emptied three additional four-drawer safe making a total gain of approximately seven. In addition two 4-drawer legal size safes in the Central Filing Area were exchanged for letter size. Another safe could possibly be returned to stock if the need for sample specifications and a rather large amount of personal working material in one Branch is eliminated.

4. Of major importance from a records point of view is a voluminous collection of reference books, periodicals and similar publications now stored in 6 non-insulated cabinets and 32 book case sections. Not only does the storage equipment occupy valuable space, but also it presents an impression of crowdedness in the Division. Each Branch Chief has been asked to look into the situation and return to the library all material not needed.

5. Reduction in the volume of a reference file poses some difficulty for personnel other than the users of such material. An employee other than the user cannot accurately select publications not needed by technical personnel. An accurate selection in this case would mean literally checking each publication with several people before destruction or return to the library. Except by being arbitrary an outsider will have little success in reducing

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this volume of reference material. Each Branch should accept this task as their own responsibility. More reliance on the Office of Logistics Library would oliviate this problem to a large extent. Under ordinary circumstances the library will procure books and periodicals for the various offices and also provide storage for them. Logistics Instruction 5-200-1 of 12 January 1954 can be referred to for guidance in this matter.

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APPENDIX F

Suggestions For Future Improvements

1. THAT REAL PROPERTY RECORDS PREVIOUSLY RETIRED TO THE RECORDS CENTER BE SCREENED AND THAT DOCUMENTATION ON ACQUISITION OF CURRENT REAL PROPERTY HOLDINGS BE RETURNED TO THE DIVISION.

Presumably records retired prior to this survey did not contain documents substantiating the right to the use of current Agency real property holdings. Due to the previous arrangement of the files this may be a false assumption and should be verified before destruction of the records.

2. THAT EVERY EFFORT BE MADE TO COMPLETE THE "RECORD OF REAL PROPERTY TITLE AND ACQUISITION DOCUMENTS."

This record is to be used to show where documents are physically located which substantiate the Agency's right to the use of a

Local custom at some field stations prohibit taking original documents out of the area. Where this custom prevails this fact should be recorded on the "Record of Real Property Title and Acquisition Documents."

3. THAT AN INVENTORY BE MADE OF ALL BLUEPRINTS, DRAWINGS AND TRACINGS ON CONSTRUCTION, AND, ELECTRICAL AND MECHANICAL FACILITIES.

Approximately 300 drawings have been inventoried and indexed. To facilitate the use of these drawings in the future a printed index form has been designed and forwarded to the plant for printing.

4. THAT NEW FILE FOLDERS BE PREPARED TO RECEIVE CORRESPONDENCE BEGINNING 1 JANUARY 1961.

Filing each years accumulation of correspondence in new file folders will eliminate the need for future screening of files prior to destruction and retirement. The practice of filing in new folders each year will permit files to be retired or destroyed on a group or block basis without screening. An annual break in a filing system increases the usefulness of the file by decreasing the amount of material to be searched on a given subject.

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SECRETLIST OF ACCOMPLISHMENTS

1. Established a Central Filing Area to maintain all Real Property and Construction Records which document the Agency's right to the use of such property and the construction of facilities as required.
 - a. Provides centralized control of real property records.
 - b. Provides space for reference use and researches.
 - c. Insures more efficient and timely mail handling.
 - d. Insures uniformity of files and in filing papers documenting real property acquisition and construction.
 - e. Establishes control over the removal and return of material from files.
 - f. Provides one point of reference for real property acquisition, maintenance, construction and disposal data.
 - g. Reduced safe space needed for official records from 8 safes to five. *only four of in 8. 2
of 8 are guaranteed
at back*
2. Created documents to facilitate the receiving, recording, processing, and handling of statistical and financial information on real property acquisition, maintenance, disposal and construction.
 - a. Real Property Summary Record - IBM
 - b. Record of Real Property Title and Acquisition Documents.
 - c. Redesigned Form 360 and 979 to establish standards of reporting the physical characteristics of real property, both domestic and overseas.
 - d. Construction Contract Control Record.
 - e. Standards for filing, and, selection of material for filing in Real Property Acquisition Files.
 - f. Standards for filing material in construction and project files.
 - g. Blueprint and Drawing Index Card.
3. Developed and instituted a Mail Control Procedure to facilitate the flow of mail and to ensure timely Division action on correspondence.
 - a. Mail suspense and follow-up procedure.

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- b. Standard routing channels.
- c. Notification of uncompleted action on correspondence.
- 4. Established File Categories to better document Division responsibility and activities.
 - a. Division Administrative File.
 - b. Real Property Acquisition File.
 - c. Station Correspondence File.
- 5. Screened approximately 650 existing file folders and created 1800 Real Property Acquisition Files. (An individual file folder was not made for short-term leased residential properties.)
- 6. Retired 27 cu. ft. of non-current records to the Records Center as follows:
 - a. 6 cu. ft. of Division Administrative material.
 - b. 3 cu. ft. of Safe House Branch Accounting files.
 - c. 17 cu. ft. of Station Correspondence files.
 - d. 1 cu. ft. of Contract Files.
- 7. Exchanged two 4-drawer legal size safes for two 4-drawer letter size safes.
 - a. Lighter floor load.
 - b. Reduced Acquisition Document Folders from legal size to letter size.
- 8. Returned one 4-drawer legal safe to stock, replacement value \$450.
 - a. ~~Replacement value of \$450.~~

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REAL ESTATE AND CONSTRUCTION DIVISION

20 January 1960
Memorandum No: 2

SUBJECT: Mail Control Procedure

1. GENERAL

The purpose of this memorandum is to supplement Logistics Instructions 42-100-3 and 43-200-2 which provide for the control of documents received or dispatched from the Office of Logistics and preparation of correspondence. Internal Division control will also be established and is explained in this memorandum. Two separate forms will be used for this purpose and they are:

A. Form - 238, Document Control, (sample attached) is to be used to control the receipt and dispatch of correspondence and to insure timely Division action on such correspondence.

B. Form - 36-270, Correspondence Charge-out, (sample attached) to be used when documents are taken from Division files and given to an individual for use.

2. CONTROL OF INCOMING CORRESPONDENCE (Division Level)

All incoming mail, including "hand carried", will be received in the Division's Central File. Mail will be opened and processed in accordance with the following instructions:

A. Copy No. 1 of Form - 238 will remain with the document until the document is dispatched outside the Division, replied to, or filed. It will then, upon completion of one of the above, be forwarded to the Office of Logistics Registry. Copies No. 2 and 3 have been retained by the Registry.

B. Copy No. 4 of Form - 238 will be marked by Central File personnel to indicate the Branch within the Division to which the document will be directed. This copy of the Form will then be removed from the document and placed in a five-day suspense unless the contents of the document itself indicate a longer or shorter due date.

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25X1A C. The Division or Office copy of the document will then be marked in the upper right hand corner of the first page of the document to indicate the file in which the document and reply will be filed after Division action. For example, a document for the "Administrative File" might be marked Buildings and Grounds 3-Construction, a document for the "Station File" would be marked FE to indicate the Area, [REDACTED] to indicate the Station, etc.

D. Central File personnel will then select and route appropriate documents through the Office of the Division Chief prior to their routing to the Branch for action. After review, the Secretary to the Chief will be responsible for forwarding documents to the Branches. Documents which need not be routed to the Division Chief will be routed directly to the Branch by the Central File personnel.

E. Other documents will then be sorted according to destination and placed in a sorting device to be supplied for this purpose. The mail is then ready for pickup by Branch personnel.

F. Each day Central File personnel will remove the copies of Form - 238 placed in the suspense file for that day and notify Branches that action is required that day if not already acted upon.

G. Upon completion of action Form - 238 will be removed from suspense, marked to indicate that Division action is completed, and then filed by number in a numerical file.

3. CONTROL OF INCOMING CORRESPONDENCE (Branch Level)

A. Designated Branch personnel will pick up Branch mail from the Central File at 10:00, 2:00, and 4:00 daily, (time subject to adjustment.)

B. After review and routing by the Branch Chief, a copy of Form - 238, will be removed by the Branch secretary and will be marked to indicate the individual in the Branch to ⁴⁴⁰whom the document was given for information or action.

C. The Branch copy will then be put on a four-day suspense unless the suspense date on the control ticket indicates a longer or shorter date.

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D. Each day the Branch secretary will remove the copies of Form - 238 placed in suspense for that day and notify Branch personnel that action is required on that day. Upon completion of Branch action, Branch copy of Form - 238 will be destroyed.

E. Should action be completed prior to the deadline date, the Branch copy of Form - 238 will be removed from suspense and destroyed.

4. CONTROL OF OUTGOING CORRESPONDENCE

A. The component originating outgoing correspondence or documents will prepare Form - 238 and necessary documents receipts. Note: Preparation of Form - 238 is not required where action is in response to an incoming document and for which Form - 238 has already been prepared. The originating office of correspondence will prepare only two copies of correspondence for the Division. The official file copy will be a yellow tissue and a white tissue copy will be prepared for the Branch Chronological File. All copies of outgoing correspondence will remain assembled until officially signed.

B. Documents will then be "hand carried" to the Office of the Division Chief by Branch secretaries for signature.

C. After signature documents will be dated, all copies marked to indicate that the original has been signed, and then all copies will be forwarded to the Central File area by the Secretary to the Division Chief. Central File personnel will remove two copies of the document for Division files.

D. Copy No. 4 of Form - 238 will be marked by personnel of the Central File area to indicate the date the document was dispatched through the Registry.

E. Copy No. 4 of Form - 238 will then be filed in a numerical file.

F. All outgoing correspondence will then be placed in an envelope and forwarded to the Registry by messenger service for routing to recipients.

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5. CONTROL OF REFERENCE TO DIVISION DOCUMENTS

To prevent loss and misplacement of records it is necessary to control material withdrawn from the files. This control will be established by a charge-out system. Individuals to whom documents are given by Central File personnel will be charged with the document until it is returned or until the Central File has received official notice that custody of the document has been transferred to another individual. Form - 36-270, Correspondence Charge-out, will be filled out and filed in the exact location from which the record or document was removed. Upon return of the charged record, Form - 36-270 will be removed from the file and cancelled.

6. CONTROL OF TRANSFER OF DOCUMENTS FROM ONE INDIVIDUAL TO ANOTHER

When an employee wishes to transfer custody of a charged document to another employee, a telephone call to the Central File is necessary to effect the transfer. This call should be made prior to actual transfer of custody of the document.

Central File area personnel will then locate the Charge-out, card for the individual document, cancel the charge appearing on it, and enter the new charge. There will be no limit on the number of times custody of a document is transferred. No restrictions will be placed on the length of time a document is charged out providing the length of charge is reasonable and the system is not abused.

/s/

Chief,

Real Estate and Construction Division

Attachments

Distribution:

All RECD Personnel

OL/RECD [REDACTED] (19 Jan. '60)

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EXHIBIT 3

REAL PROPERTY TITLE AND ACQUISITIONS DOCUMENTS
FOR ACQUISITION FOLDERS

- 25X1C
1. Memorandum from station requesting authority to acquire property.
 2. Headquarters reply granting authority to acquire property.



4. Titles.
5. Deeds.
6. Leases.
7. Permits.
8. License.
9. Land Registration Certificates.
10. Letter of Assignment and/or Agreements.
11. Letter of request for space.
12. Space Assignment Records - GSA.
13. Space Occupancy Records - GSA.
14. Request for Renewal of Lease and Letter of Renewal.
15. Form 360 - Real Property Record.
16. Documents of condemnation proceedings.
17. Document of suits.
18. Land Surveys.
19. Photographs.
20. Floor plans.
21. Inventories.
22. Correspondence of a nature which also tends to document official negotiations for real property which may be in addition to or in lieu of the above.
23. Record ^{of} ~~of~~ Document of Vital Materials deposit.

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STANDARDS FOR FILING MATERIAL IN CASE FILES FOR
CONSTRUCTION, SERVICE, AND UTILITY CONTRACTS

I. GENERAL

1. Legal size folders shall be used.
2. Correspondence and other papers pertaining to two or more sections of the contract or project folder shall be cross indexed. The attached Form No. 36-150a, Correspondence Cross Reference, shall be used for this purpose. These Forms are available in the Supply Room.
3. All papers forwarded to the Central File for filing shall be marked in the upper right corner with the contract number and the appropriate section of the contract or project file folder. All supporting correspondence shall be stapled to official file copies.

II. STANDARDS FOR FILING MATERIAL ACCORDING TO FOLDER SECTIONS

1. PRECONTRACT DOCUMENTS SECTION - (To include but not limited to the following:)
 - a. Original file copy of request for construction, renovation, repair, etc.
 - b. Approval of project by Director of Logistics, DD/S, PRC, Comptroller, etc.
 - c. Cost estimates.
 - d. Notice of prospective bidders
 - e. Invitation for bids, Standard Form 20
 - f. Notice of bid opening
 - g. Original bid list
 - h. Tabulation of bids
 - i. Schedule of bids
2. CONTRACT AND AMENDMENT SECTION
 - a. Statement and Certificate of Award
 - b. Official file copy of executed contract and SF 23
 - c. Official file copy of executed contract for Architectural and Engineering Services

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- d. Standard Form 25, Performance Bond
 - e. Standard Form 25a, Payment Bond
 - f. Letter of Renewal of Contract
 - g. Subsequent Supplemental Agreement and/or Change Orders
 - h. Contractor's Security Agreement
 - i. Addendum to Contractor's Security Agreement
 - j. Notice of Final Inspection and Acceptance
 - k. Contractor's Release
 - l. Specifications together with all addenda
3. PAYMENT AND AUDIT SECTION
- a. Power of Attorney
 - b. Memorandums regarding Policy Guidance on methods of payment
 - c. Request for Payment
 - d. Payment Schedules
 - f. Contractor's Cost Summary
 - g. Memorandum Receipts
4. CORRESPONDENCE SECTION
- a. Verbal job quotations
 - b. Requests for and Delegations of Authority to advertise bids, receive bids, and award contract.
 - c. Official file copy of letter transmitting contract to contractor for signature.
 - d. Contractor's letter returning contract properly executed.
 - e. Drawings and blue-prints not to exceed 18 x 24 inch size.
 - f. Memorandum to record regarding Contractor's performance.
 - g. Inspection Reports
 - h. Rejection Reports

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i. Routine general correspondence to and from the Contractor which does not pertain to performance and/or payment and audit, e.g. labor disputes, notice to contractor stipulating clearance of his employees, etc.

5. PHOTOGRAPH SECTION

- a. Photographs of construction progress
- b. Photographs of faulty material, construction, etc.

6. REPORTS SECTION - (To be used only when Engineer has been assigned to project and is required to prepare and submit Progress Reports)

- a. Progress Schedules
- b. Progress Reports - (From Project Engineer)

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LISTING OF DOCUMENTS TO BE DEPOSITED
AS VITAL MATERIALS

1. Deeds - Easements
2. Letters of Assignment of Real Property ^{or} equivalent.
3. Leases (all domestic) (in excess of 5 years for overseas)
4. Use Permits.
5. Contracts (Over \$2000)
6. Letters of a Contractural Nature (Construction)
7. Record of Real Property Title and Acquisition Documents.

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EXHIBIT 7

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PROCEDURES FOR THE COMPLETION AND MAINTENANCE OF
REAL PROPERTY SUMMARY REPORT

I. Definitions

A. Terms

- (1) Purchased Property - That property to which complete beneficial ownership is for unlimited duration, title being vested in the Agency or its representative by a deed of conveyance.
- (2) Assigned Property - That property owned or controlled by another organization, the occupancy and use being transferred to the Agency or its representative under mutually acceptable terms and conditions.
- (3) Leased Properties - That property acquired by the Agency or its representative for a specified term or period during which exclusive control may be exercised by the Agency unless otherwise agreed.
- (4) Improvements to Real Property - This term shall include:
 - a. Extensions of, or additions to, existing real estate structures, and new construction of facilities not previously available, and
 - b. In addition, improvements to real property shall include the cost of replacements or repairs incurred at time of acquisition to place real property in a usable condition.
- (5) Alterations to Real Property - This term shall mean the relocation, rearrangement, or other similar type of change in an existing structure which affects its capacity, efficiency or usefulness, size, shape, or function.
- (6) Maintenance of Real Property - This term shall mean the recurring work required to keep a facility (plant, building, structure, utility system, or any real property) in such condition that it may be continuously utilized at its designed capacity, for its intended purpose.
- (7) Repair - This term shall mean the restoration of a facility to a condition substantially equivalent to its original or designed capacity and efficiency, or to reduce depreciation and obsolescence by replacement or overhaul.

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- (8) Operational - As used here, this term refers only to safe-sites or safe meeting places and in no way refers to organizational operations such as reproduction, warehousing, etc.

II. Reports of Real Property Holdings

A. Foreign

Foreign real property acquisitions, improvements, and alterations ordinarily are reported to Headquarters by Form 360, Real Property Report. Notification of disposal of real property is usually accomplished by dispatch. Occasionally it will be necessary to amend the Real Property Summary Report to reflect acquisition, improvement, and alteration on the basis of either a cable or dispatch when Field Stations fail to submit Form 360.

B. Domestic

There are various papers and documents which may justify changes to the Summary Report for Domestic properties. Some properties are acquired by Division personnel for a Headquarters component in which case the person responsible for the acquisition should initiate the Form 360. Properties acquired [REDACTED] should be reported by the using component. In some instances, however, the only record on file in the Division is a request from the user of a property for renewal of a previously negotiated lease. Therefore the Real Property Summary must be based on this request until other documentation is obtained.

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Properties leased by GSA for assignment to the Agency must in some cases be carried on the Summary Report on the basis of the Space Assignment Record from GSA. The Division does however have Forms 360 on most of these properties which were prepared by the Division. On other domestic properties Form 360 is submitted for each individual facility comprising an investment to the basic property. Adjustment to the entry on the Summary Report for the basic property will then be necessary on the basis of Form 360 for the individual facility. [REDACTED] is an example where this is true.

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III. Preparation for and Recording of Statistical Information

A. Upon receipt in the Central File of any of the above described documents process the document according to Real Estate and Construction Division Memorandum No. 2 of 20 January 1960. Prior to dispatch or routing to Branches the following action will be taken:

- (1) New Properties - Purchased, Assigned, Leased (including residential leases in excess of 2 years.) Prepare new folders.

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- (2) Short Term Residential and Operational Leases - Add these documents to existing folders after routing to the Acquisition Branch.
 - (3) Notice of Disposal of Property - Remove individual property folders or Form 360 from the active file and place in inactive file pending retirement.

B. If the document is a notification of disposal a line will be drawn through the entire entry on the Summary Report. Adjustment to an existing property or addition of a new one will be based upon information furnished in the report. Below by number corresponding to the column on the Summary Report is an explanation of the information to be entered.

- (1) Property Number - This is an identification number assigned to individual properties by field stations for control and reporting purposes. This number has been assigned to domestic properties by Headquarters. In some cases numbers have not been assigned and other identification has been given. This other identification must be used until field stations are informed again of the security implications and the necessity of a number identification.
- (2) Use - This column reflects by code number ^{the} ~~and~~ "use" being made of the property which may not necessarily be that intended by the physical characteristics of the property or building. Immediately above this column is an explanation of the codes, select one for entry in this column. Thus a warehouse type facility being used as office space will be entered in the "use" column as code 1. A combination office and warehouse facility will then appear as code 1-3. This column is not intended to reflect the intended use of a facility. Physical characteristics are reflected by Form 360, Real Property Report.
- (3 and 4) Area, Square Footage, Acres - These columns are self explanatory except that in cases where land area exceeds 1 acre around the building or facility the approximate excess will be entered in acres. Square footage entered should represent net usable square footage.
- (5) Acquisition Code - a code number to indicate the method, or, how the property was acquired will be entered in this column. This code is to be selected from those listed. Codes 1 thru 3 apply to acquisition where land and buildings are acquired together

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or in a single transaction. Codes 4 thru 6 are to be used when land is acquired by purchase, lease or assignment and facilities or buildings are constructed at Agency expense. Codes 7 thru 9 applies to unimproved land.

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- (6) Date of Interest - Enter in this column the year in which the property was acquired or the effective date of the transaction. On leased property date of interest would be the date of the first or original lease if subsequent leases have been consummated.
- (7) Purchase Price, Annual Rent, Reimbursement - Purchase price and annual rent are self explanatory. Once entered, distinctions between these cost figures will be reflected by the Acquisition code entered in column 5. Reimbursement normally applies to assigned properties and represents the share of the total operating expenses which are borne by the Agency.
- (8) Key Money, Realty Fee - Enter a combined total of these costs. Key money will not apply in some areas of the world. In other areas it is a common and an accepted expense of acquiring Real Estate. Usually this money will be refunded at the expiration of the lease and should not be recorded. When not refundable a pro-rata figure should be used for the reporting year.

Realty fee normally is an expense related to the purchase of a property and in this instance should be reported as a part of the purchase price column 7. When a Realty Fee is incurred as an expense in obtaining a lease the figure used in this column shall be a pro-rata cost.

- (9 and 10) Improvements and Alterations - Enter in column 9 all expenditures to date of this report - see definitions of Improvements and Alterations. Enter in column 10 only those expenditures of the past 12 months either fiscal or calendar year depending upon date of preparation of this report.
- (11 and 12) Maintenance, Repair and Replacement - Enter financial data as indicated in preceeding item. See definitions of Terms.
- (13 and 14) Utilities and Services - Enter in these columns expenditures for gas, water, heating, lighting, etc. If expenditures for guard and janitorial services are borne by the Agency, these expenses may also be reported in these columns.

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